

**QUARTERLY TASK ORDER PROGRESS REPORT**

**Kazakhstan Local Government Initiative  
TASK ORDER # 801**

**Prepared for United States Agency for International Development  
E&E/EEUD/UDH**

**Report  
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**FOR THE PERIOD  
July 1- September 30, 2001**

**International City/County Management Association**

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## I. Introduction

Local government in Kazakhstan is a nexus for many of the key issues confronting the Republic's development. Thus, advocating for issues related to decentralization requires a thoughtful and comprehensive, democracy-based strategy at the local level. Local government officials are often not properly trained, hamstrung by a lack of budgetary resources, ineffective, and sometimes corrupt. Year three of the Local Government Initiative (LGI) – Kazakhstan builds on the foundation established by the first two and half years by helping to enable “more effective, responsible and accountable local governance” in Kazakhstan. The activities and the strategy undertaken by the International City/ County Management Association (ICMA) and its counterparts in reaching the Strategic Objective of USAID's Local Government Initiative follow this outline:

The strategies for achieving the Strategic Objective are based on the following indicators:

- I) Introduction of democratic practices (IR 2.3.1)
- II) Increased local government capacity (IR 2.3.2)
- III) Increased local government authority (IR 2.3.3)

The pursuit of these objectives will utilize a three-tiered, “osmotic” approach to sustainable, local government institution building:

- a) **local level** focus on pilot municipalities technical assistance and training;
- b) **nationwide** dissemination of proven best practices, and strengthening local institutions and;
- c) **national level** legislative change and policy implementation through sharing successful innovations.

During the Reporting Period of October-December, 2000 the following activities were undertaken by ICMA in Kazakhstan:

## II. Major Accomplishments (July-September 2001).

### *Highlights*

#### *July:*

- Inna Bandurina, regional ICMA representative in Pavlodar Oblast, led in July an AED-sponsored study tour to Bulgaria in Community-Based Economic Development. Participants were Maslikhat and Local Government officials from the Economic Development Councils in Ekibastus, Bayan Aul and Lisakovsk.
- Gulnara Shakenova headed an AED-sponsored Study tour to Slovakia on Housing Association building July 16-20; members of the group will be on the housing association of Kazakhstan.
- The ICMA Training Unit conducted two workshops in Ust-Kamenagorsk the week of July 9-13: one for KSK chairpersons and two for KSK accountants. A five-day workshop on General Management was conducted by ICMA trainer B. Karibjanov and B. Ospanov in Shymkent, July 16-20.

- The Almaty RTC supported by ICMA held two workshops – on General Management, July 3-5 in Almaty, and on Citizen Participation, July 16-17 in Talgar. Lusiena Ignatova, ICMA Kazakhstan, monitored them and wrote a report on it.
- An agreement was signed with the Institute of State and Local Government to adapt a handbook for Maslikhat deputies written by A. Poltoratsky. The handbook is to be sent to deputies who participated in the Polish Decentralization study tour to help edit it for their needs.
- Alan Edmond, STA for ICMA produced a preliminary report with directions for decentralization of Pavlodar oblast based on the analysis of two Oblast-level departments – Healthcare and Education.

### *August*

- Debbie Kimble held a second workshop on Community Based Economic in August 16 - 20 in Lisakovsk, Bayanaul, and Ekibastuz.
- Katya Stremskaya translated the Pavlodar Program Budget and submitted it to be reviewed by ICMA program budgeting experts.
- Training activities:
  - Mira Khodjashova attended a five-day workshop in Atyrau on General Management, July 22-27. About twenty people (deputy Akims, department heads, etc.) were in attendance.
  - A workshop for KSK chairperson took place in Zhyly-Oy Rayon of Atyrau Oblast, July 29-31, and one for KSK accountants, August 1-2. The workshops were observed by local trainers who, in turn, are going to conduct four workshops on August 6-17.
  - Workshop on Roles of Maslikhat Deputies took place in Taraz, August 13-17.
  - KSK Management workshop took place in Atyrau, August 6-8. On the same days, a Citizen Participation workshop was conducted in Pavlodar.
  - On August 13-15, a KSK Management workshop took place in Atyrau.
  - The Atyrau Regional Training Center (which is supported by ICMA through direct trainings) and the Atyrau Antimonopoly Committee sponsored ICMA trainings for all housing cooperatives throughout the oblast.
  - Four trainings in KSK general management and KSK financial management were conducted by ICMA trainers from Petropavlovsk who transferred skills to new ICMA housing trainers from Atyrau for future trainings; over 100 housing managers and bookkeepers, 136 KSK accountants and 93 Chairpeople were trained in Atyrau Oblast
- Lusya Ignatova prepared an Agreement with the Pavlodar RTC about publishing ICMA materials.
- Adaptations of ICMA's ToT manual was finished by ICMA trainers Maira Baymisheva, Serik Ospanov, and Bulat Karibdjanov. The manual will be used as the main training tool at a six-region ToT's this fall.
- A five-day conference in Astana for Regional Training Center directors and Heads of Regional Civil Service Agencies, took place on August 20<sup>1</sup>.
- The handbook for Maslikhat deputies was completed and Lusya Ignatova met with Mr. Abiken Toktybekov, Rector of the Institute of State and Local Government, to present it.

- Lusya Ignatova met with Bulat Karibdjanyov, ICMA trainer, to discuss comments for the Housing Evaluation Report written by Mark Hannafin. Necessary amendments were made to the report.
- A roundtable in Zhezkazgan attended by twelve cities on August 14 resulted in founding of the Association of Economic Development of Kazakhstan.

### *September*

- STA Alan Edmond visited Pavlodar for the 2<sup>nd</sup> time from September 3<sup>rd</sup> through September 7<sup>th</sup> to conduct a follow-up on the organizational and functional analysis of the healthcare and educational departments of the Pavlodar Oblast. Edmond had separate meetings with Akeem Zhakyanov, and Deputy Akeem Osponov to discuss the areas where initial recommendations were made in June.
- STA Debbie Kimble completed her August Report on the current involvement of the Community-Based Economic Development coordinating councils in Bayan Aul and Ekibastus in the Pavlodar Oblast and Lysakovsk in Kostanai Oblast. In September and beginning of October each of teams from Bayan Aul, Lisakovsk, and Ekibastus developed the economic activities they have determined as a top priority. For each priority the plans include tasks, participants, funding and time frame.
- STA Kimble wrote an outline for a Community-Based Economic Development Workshop. It will be used to roll out this activity to other Kazakhstan municipalities and to help ICMA and regional training centers work with communities in developing Comprehensive Community Action Plans.
- ICMA completed the English translation of the Pavlodar Program Budget for the 2001 Best Practices conference on September 18<sup>th</sup> in Almaty. Copies were distributed to cities from across Kazakhstan.
- ICMA and Eurasia Foundation worked out a collaboration to share costs on six ToT courses in regional training centers throughout Kazakhstan; Eurasia and ICMA will “split” the costs as each training center applied for grants with the assistance of ICMA. This translates into savings of \$18,000 for trainings that are the initial stepping stone in building regional training capacity.
- On September 6<sup>th</sup> and 7<sup>th</sup>, an Anti-Corruption Roundtable was held in Shymkent at the request of the South Kazakhstan Department of Civil Service; ICMA offered consultative advice and invited Sergei Zlotnikov of Transparency International, Kazakhstan, to present information on battling corruption in local governments in Kazakhstan. Attendees at the roundtable included heads of territorial departments of Civil Service from Kyzyl-Orda, Uskaman, Zhambyl, Almaty oblast and Astana and Almaty cities, members of the media, citizens groups and further members of the Shymkent administration.
- The September Newsletter “Municipal Management” was distributed to over 2000 local government officials throughout Kazakhstan in Russian and Kazakh languages. The Newsletter contains a questionnaire to solicit those who have taken ICMA trainings and workshops and to gauge post-training differences in work habits, management techniques, and communication with the public.
- ICMA subcontracted with the Association of Cities of the Kyrgyz Republic to invite Kyrgyz mayors and deputy mayors to the Best Practices Conference in order to demonstrate a working advocacy partner for municipalities to their Kazakhstan colleagues. During the conference the deputy Akeem of Zhezkazgan spoke in favor of registering a municipal association.

- On September 18<sup>th</sup>, 95 counterparts from Kazakhstan, Kyrgyzstan and the US gathered in Almaty for a one-day conference entitled 2001 Innovative Best Practices Conference. Glenn Anders, USAID Mission Director, and Galymzhan Zhakyanov, Akeem of Pavlodar Oblast, delivered a keynote address. In attendance were 15 Kyrgyz mayors and 25 members of Kazakhstan regional and national government. Program Manager Daniela Kissova attended from ICMA Washington. Present were also members of the ICMA National Advisory Council and other international donor organization and USAID contractors. Presentations on the partnership were given by Naryn Mayor Asanbek Kermakunov, Great Falls City Manager John Lawton, and Head of Utilities Department Jim Rearden. The Conference traced the creation of Best Practices and opened dialogue amongst stakeholders: Part One: Best Practice Development; Part Two: Best Practice Dissemination; Part Three: Best Practice Sustainability. Winners of the 2001 Best Practices Competition within ICMA's LGI program in Kazakhstan were given recognition and shared their practices in a press conference and open discussion. The conference was a successful cross-over between best practices generated through ICMA's Resource Cities Program and its Local Government Initiative in Kazakhstan.

### Time Chart

Planned Project Accomplishments	Location	Actual Project Accomplishments
AED Housing Association Study Tour (July)	Poland	Held in July
AED Economic Development Study Tour (July)	Bulgaria	Held in July
Preliminary recommendations on OFA analysis (July)	Pavlodar	Produced in July
Second workshop on Community Based Economic Development (August)	Pavlodar Oblast	Held August 16-20
Adaptation of ICMA's ToT Manual (August)		Manual adaptation completed in August
Report on Local Economic Development Strategies Building in Lisakovsk, Bayan Aul and Ekibastus by Debby Kimble (September)	Pavlodar Oblast	Report produced in September
Organizational and Functional Analysis TA and a report (September)	Pavlodar	Workshop held September 3 <sup>th</sup> -7 <sup>th</sup> Report produced end of September
A round table in Zheskazgan on Association of Small Cities (August)	Zheskazgan	Round table held in August
Best Practices Conference on	Almaty	Held September 17 <sup>th</sup>

Naryn-Great Falls Partnership And LGI annual award winners (September)		
Support Pavlodar-Helena technical exchange (September)	Pavlodar	Technical exchange postponed due to September 11 act of terrorism in the US To be held in December
Naryn-Great Falls last technical Exchange (September)	Almaty, Naryn, Kyrgyzstan	Seventh trip completed September 12 <sup>th</sup> -15 <sup>th</sup>
Support Almaty-Tucson Technical Exchange (September)	Almaty	Fourth trip from Tucson to Almaty postponed till December due to technical reasons in Almaty's Akimat To be held in December
Translation of Pavlodar Program Based Budget	Almaty	Completed in September
Anti-Corruption Round table (September)	Symkent	Round table held Sept. 6 <sup>th</sup> -7 <sup>th</sup>
RTC director exchange with Polish Center for the Support of Democracy (September)	Pavlodar	Postponed till December

### III. Challenges/Remedial Actions Taken

N/A

### IV. Detailed Technical Description of the Work Planned for the Next Reporting Period

*The following activities are planned for the period October-December, 2001:*

- Debbie Kimble will visit Kazakhstan October 15<sup>th</sup> - November 3<sup>rd</sup> to assist three cities in Pavlodar oblast with the implementation of community-based economic development projects.
- Shaktynsk Roundtable and Public Forum on RTC development with Kazakhstan's Agency for Civil Service and Oblast Heads, October 22<sup>nd</sup>
- Helena Delegation will visit Pavlodar the week of October 27<sup>th</sup>
- Mark Hannafin trip to Kyzyl Orda – Oct 11<sup>th</sup> –13<sup>th</sup> - RTC Development
- Seminar on ICMA's Slovakian model of experiential training.
- Experimental Training Seminar in Kyzyl-Orda, October 1<sup>st</sup> -12<sup>th</sup>
- Financial Management Training in Aturay, October 15<sup>th</sup> -18<sup>th</sup>
- Financial Management Training in Pavlodar – October 15<sup>th</sup> - 16<sup>th</sup>

- Elected Leadership Training – October 22<sup>th</sup> -26<sup>th</sup>
- KSK Management in Shymkent – October 15<sup>th</sup> –17<sup>th</sup>
- Financial Management of KSK in Shymkent – October 15<sup>th</sup>-17<sup>th</sup>
- General Management Training in Kzyl-Orda – October 15<sup>th</sup>-19<sup>th</sup>
- Elected Leadership Training in Shymkent – October 22<sup>th</sup> -26<sup>th</sup>
- ToT in Zhambyl – October 15<sup>th</sup> – 26<sup>th</sup>
- How to conduct Public Hearings Training in Leninogorsk – October 18<sup>th</sup>
- KSK Management Training in Kostanai – October 15<sup>th</sup> – 17<sup>th</sup>
- Financial Management Training for KSK – Aktubinsk, October 15<sup>th</sup> – 17<sup>th</sup>
- General Management Training for Municipalities in Aturay, October 26<sup>th</sup> –28<sup>th</sup>, October 30<sup>th</sup> -Nov. 1<sup>st</sup>
- Training in techniques of municipal budgeting in Taraz, November 6<sup>th</sup> –7<sup>th</sup>
- Zhambyl Oblast Citizen Roundtable – November 8<sup>th</sup>
- Training in Citizen Participation in Taraz, December 5<sup>th</sup> – 7<sup>th</sup>

**V. Specific Actions Required of the Government to Assist in Resolution of a Problem or to Assist in Timely Progression of the Task Order.**

N/A